

NetDesign, Copenhagen, Denmark

# Business Intelligence Solution Contributes to Turn-Around at NetDesign

 The billing rate of our consulting hours has increased by 15-20 per cent after we got clear KPI's and transparency. It almost came by itself. The individual employees were given the opportunity to access their own numbers and respond to them. Before it was a black box.

Steen Hagenhaard, Managing Director, NetDesign

## BI Solution Contributes to Turn-Around

"As soon as the employees got access to this overview, the billing rate started to increase. It has increased by about 20 per cent over the last 12 months. Of course, the employees know best which hours are billable and which are not. Before, they didn't know if their hours were billed, and in my opinion, that's just not right", says Managing Director Steen Hagenhaard, who is in charge of 350 employees in the TDC owned company - NetDesign.

Through the transparent BI solution, all employees get insight into their share of the central key figures, which make the total performance of the organisation. Steen Hagenhaard and the rest of NetDesign's management set a goal for each key figure in order to set a barre for the organisation. The key figures can be broken down by single employee, by department and by NetDesign as a whole.

## Bottom Line Profit Growth

"We actually didn't do that much. Visibility and transparency are important in order to get everyone to strive for updating correctly and include everything. It gives the individual employee a far better opportunity to influence our results and everyone wants to be part of the success. An important side effect is, that the quality of the data rises significantly when we make everything transparent and use the BI system", says Steen Hagenhaard.

NetDesign, a company that counsels and delivers IT solutions, has been through a turn-around during the last 18 months. The bottom line profit has grown 30 per cent, although the turnover for the last three years has been stable around 800 and 900 million DKK.



**+30%**  
Bottom Line Profit

Turnover Stable  
Around

900  
Million DKK

"I think it's fair to talk about a turn-around, because we have realized significantly better numbers while at the same time getting better control of our strategy and our growth ambitions", says Steen Hagengaard.

He estimates that everyone in the company has been working well and in a serious manner all along, but more focus on performance management has improved efficiency and increased earnings.

### Fewer Boxes, More Consulting

In the IT business, suppliers like NetDesign have so far made a nice living selling hardware. However, in the last few years competition has decreased the earnings on hardware and software. Money now has to be made through knowledge and the ability to understand the customers' business and support the customers with the right IT solutions.

"We're on a journey. We come from a time where the sale of hardware and software was the primary factor, which then lead to consulting services. For now and going forward, we have to be consultants providing services, as well as challenging and advising our customers. If we do that well, then in most cases we also get to deliver hardware and software", says Steen Hagengaard.

"In order to drive a healthy consulting business, everyone in the organisation needs the transparency and focus on creating value. My goal is that 80-85 per cent of our time should be client-related and we would like most of that time to be billable", says Steen Hagengaard.

Commercially Hagengaard believes that NetDesign must focus solely on delivering value to the customers. Customers are willing to pay for the

creation of value, which clearly coincides with the employee satisfaction at NetDesign. The employees want to deliver solutions that make a difference as well as they want to be challenged by new and exciting tasks. Steen Hagengaard sees an important need to advise customers on business models, where advanced and analytical use of data can become a huge advantage. Hence, NetDesign needs to have people with strong consulting skills in order to develop these concepts for the customers and at a later stage to manage the implementation.

### Consulting in Depth

The new Qlik based BI solution now creates transparency for everyone involved. Both management and consultants can follow the numbers. These numbers create the foundation for conversations on management meetings and between management and employees. In practice, the new BI solution required intelligence's consultants to dig deep in the ERP system Navision, the CRM system from Microsoft and the service system Remedy.

"I have followed the consultants from intelligence very closely, and I think that they have really understood the data structures in our IT systems. They have been confident and consistent, and they have challenged us in a good way", says Steen Hagengaard.

Going forward, NetDesign wishes to make the BI solution predictive. The present performance management BI solution only looks back in time and provides results for a week, a month or a year. However, NetDesign might already have some indicators that can predict future demand, which management can use to control and prevent bottlenecks or overcapacity.

## NETDESIGN

**Company:**  
NetDesign

**Industry:**  
Service

**Products:**  
IT- and communication  
solutions

**Number of employees:**  
Approx. 350

**Headquarters:**  
Copenhagen, Denmark

**Miscellaneous:**  
NetDesign is a part of TDC